Information Operations and the Military Decision Making Process

Terminal Learning Objective
TLO

Action: Identify the components of information operation applied to the Military Decision Making Process.

Condition: Given a tactical situation and appropriate references.

Standard: Identify the information operations inputs into military decision making process and targeting cycle and integrate these into the ground tactical plan IAW FM 3-13, JP3-13, and FM 5-0.

Enabling Learning Objectives ELO's

- Identify IO tasks during Receipt Of Mission
- Identify IO tasks during Mission Analysis
- Identify IO tasks during Coarse of Action Development
- Identify IO tasks during Course of Action Analysis
- Identify IO tasks during Course of Action Comparison
- Identify IO tasks during Course of Action Decision
- Identify IO tasks during OPORD production.

Safety Considerations

None

Environmental Considerations

None

IO Planning

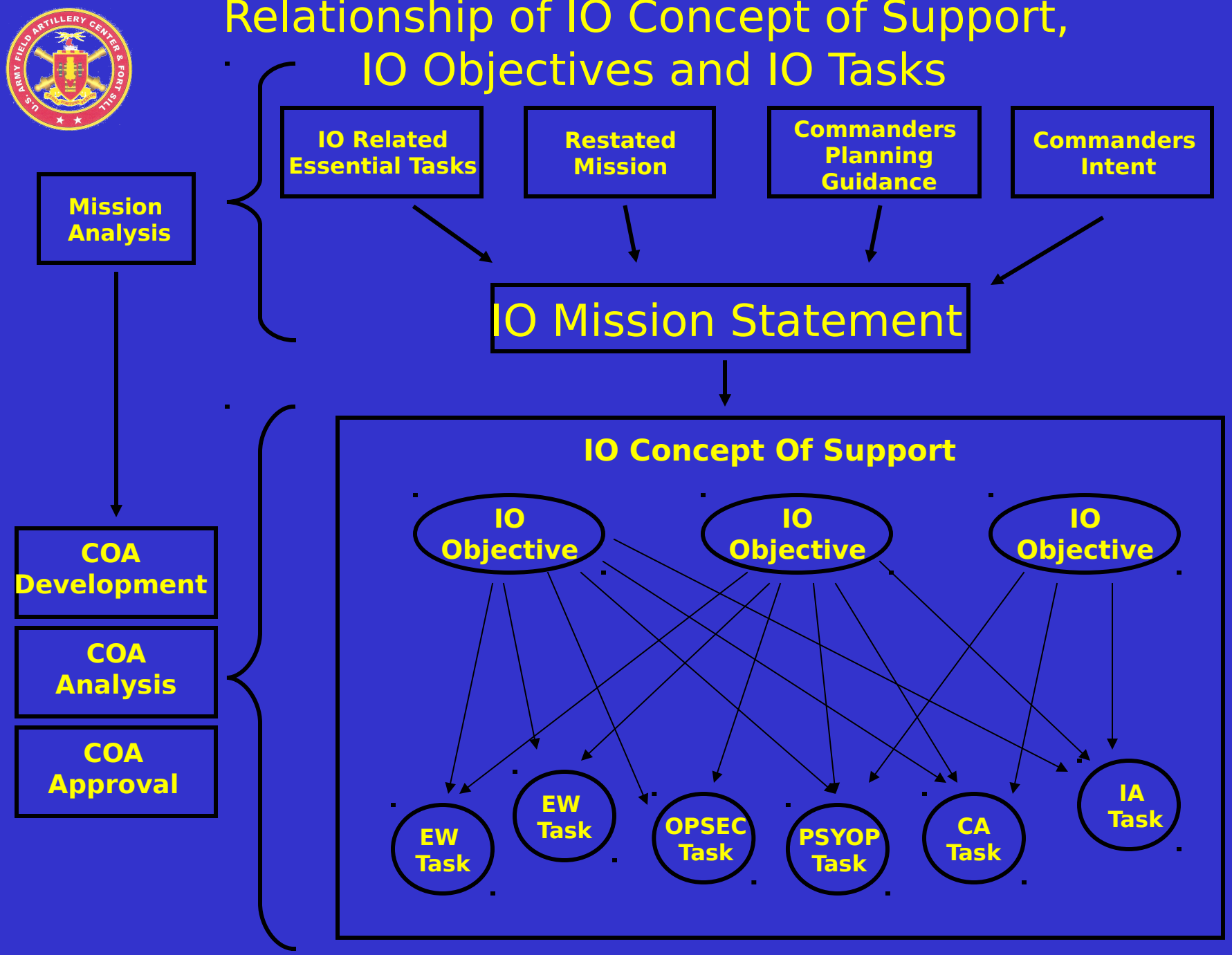
Commanders and staffs above company level use the military decision-making process (MDMP) to plan operations. The G-7 follows MDMP techniques to plan and synchronize information operations (IO).

The commander's personal interest and involvement is essential to ensure that IO effectively supports accomplishing the mission. To achieve this, commanders and staff planners consider IO throughout the MDMP.

Planning IO requires integrating it with several other processes: among them, intelligence preparation of the battlefield and targeting.

G-2 and fire support representatives participate in IO cell meetings and work with IO cell members to synchronize IO with their activities and the overall operation. Commanders use the IO mission statement, IO concept of support, IO objectives, and

Relationship of IO Concept of Support, IO Objectives and IO Tasks



Steps of the MDMP

Receipt of Mission

WARNO #

Mission Analysis

WARNO #

Course of Action Development

Course of Action Analysis

Course of Action Comparison

Course of Action Approval

WARNO #3

OPORD Production

Receipt of Mission

Upon receipt of a mission, either from higher headquarters or from the commander, the commander and staff perform an initial assessment. Based on this assessment, the commander issues initial guidance and the staff prepares and issues a WARNO. During the time between receiving the commander's initial guidance and issuing the WARNO, the staff performs receipt of mission actions.

During receipt of mission, the G-7—

- **Participates in the commander's initial assessment.**
- **Receives the commander's initial guidance.**
- **Reviews the IO estimate.**
- **Prepares for future planning.**

Receipt of Mission

Information operations tasks are tasks developed to support accomplishment of one or more information operations objectives.

The information operations concept of support is a clear, concise statement of where, when, and how the commander intends to focus the information element of combat power to accomplish the mission.

Receipt of Mission

During the time between receiving the commander's initial guidance and issuing the WARNO, the staff performs receipt of mission actions. During receipt of mission, the G-7—

- Participates in the commander's initial assessment.
- Receives the commander's initial guidance.
- Reviews the IO estimate.
- Prepares for future planning.

IO and the IPB

IPB supports IO by identifying the IO capabilities and vulnerabilities of friendly, adversary, and other key groups. It portrays adversary and other key group leaders/decision makers, command and control (C2) systems, and decision-making processes. IO input to the initial IPB performed during receipt of mission focuses on identifying IO IRs that include information about—

- **Adversary and other key group IO capabilities and vulnerabilities.**
- **The portion of the information environment in the commander's battle space.**
- **The impact of the physical and information environments on friendly, adversary, and other IO.**
- **How adversaries and others might support their operations with IO (predictions).**
- **The potential impact of friendly IO on adversary and other operations (assessments).**

IO and the IPB Considerations

Step 1 Define the Battlefield Environment

- Portions/ aspects of the information environment tha affect friendly operations
- Features/ activities that can influence information and C2 systems
- Major cultures, languages, religions, and ethnic grou
- Civilian communication and power infrastructures
- Non-state actors: NGO's and significant non-adversa

IO and the IPB

Step 2 Describe the battlefield effects

- Information environment effects on decision makers, C systems, and decision making process

- How the information environment relates to the battle environment

- Information environment effects on friendly, adversary other operations

- Combined effects of friendly, adversary and other INFO and C2 systems on the information environment and AO

- Effects of terrain, weather, and other characteristics o AO on friendly and enemy INFOSYS and C2

IO and the IPB

Step 3 Evaluate the Threat

- Adversary and other group C2 systems, including functions, a capabilities and vulnerabilities (both offensive and defensive)

- Assets and functions (such as decision makers, C2 systems, a decision making processes) that adversaries and others requir operate effectively

- Adversary capabilities to attack friendly INFOSYS and defend

- Models of adversary and other group C2 systems

- IO related strengths, vulnerabilities, and susceptibilities of ad and other groups

IO and the IPB

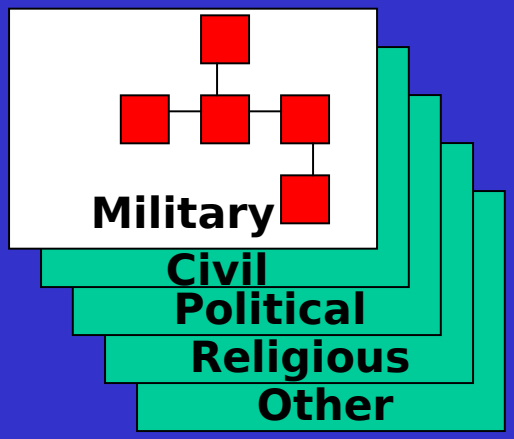
Step 4 Determine Threat COA's

- How adversaries and other groups may pursue informatio
superiority

- How, when, where, and why (to what purpose) adversarie
Groups will use IO capabilities tom achieve their likely obje

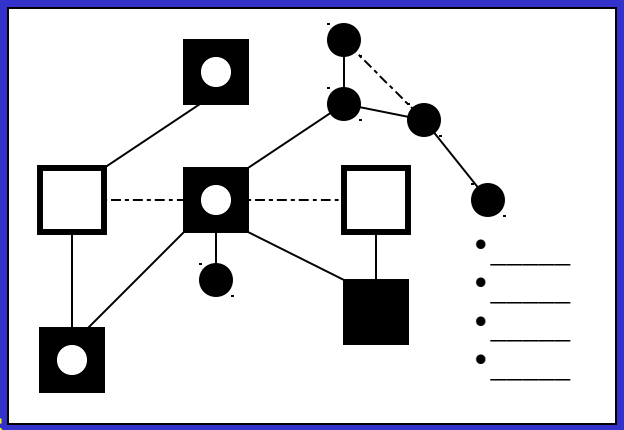
Sample IO Doctrinal Template

ormal Organization Structure

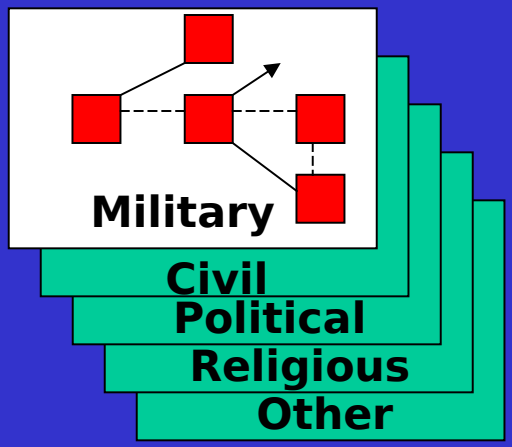


Organizational Charts that display and explain:
- Sub-element linkages, both hierarchal and functional
- Sub-element functions
- Formal leaders and linkages

Decision Making Template



rmal/ Informal Organization Structure



Depiction of informal linkages between sub-elements and other external organizations:
- Special staffs and elements
- Informal leaders and relationships

Depiction of an organization decision making:
- Key leaders: their persona characteristics and leadersh Styles
- Description of how activiti are planned, supervised and coordinated

Mission Analysis

The mission analysis products are the restated mission, commanders intent, commander's guidance and WARNO #2

The G7/ IO Cell will help the G/S2 during IPB to help generat Value Targets (HVT), IR, PIR etc by executing IO reverse BO will also aid the targeting cell in recommending initial High Targets (HPT).

Mission Analysis Briefing

Briefing Topic	IO Input
Mission	IO Related essential tasks
Initial IPB	Adversary decision makers decision-processes, C2 sys IO capabilities/ vulnerabilit
Specified, implied and essential tasks	IO-related tasks
Constraints	Placed on IO by higher
Forces available	Available IO assets, to inclu fire supporters filling IO bi at lower echelons, Needed
Risk Assessment	Recommended OPSEC plan guidance, Recommended to protect C2, Recommend controls for risks associate

Mission Analysis Briefing Cont.

Briefing Topic	IO Input
Recommended Initial CCIR	Information needed to make critical IO decisions, especi needed to validate IO plann Recommend IO-related CCI EEFI, FFIR)
Recommend Time-lines	Time required to accomplish IO-related Tasks, Compare needed to time available
Recommend restated mission	IO-related essential Tasks

Course of Action Development

1. Analyze relative combat power:

Actions: Analyze IO effects on friendly and adversary capabil
vulnerabilities and combat power

Outputs: Description of the potential effect of IO on the relat
Combat power

Course of Action Development

2. Generate Options

Actions: a. Develop different ways for IO to support each COA
b. Determine which IO elements to use
c. Determine how to focus IO on overall objective
d. IO role in shaping and decisive operations for each
e. Determine multiple assets to complement task accomplishment
f. Develop MD (Military Deception) for each COA

Outputs: a. IO concept of support for each COA
b. Multiple MD COA's

Course of Action Development

3. Array Initial Forces

Actions: a. Allocate assets for each IO concept of support
b. Identify requirements for additional IO assets
c. Examine effect of possible MD COA's on force pos
d. Identify MD means

Outputs: a. Initial IO asset locations
b. Additional IO resource requirements

Course of Action Development

4. Develop Concept of Operations

Actions: ***For Each COA-***

a. Develop IO Concept of support
b. Develop IO objectives
c. Synchronize IO element actions
d. Identify and prioritize offensive and defensive IO
e. Nominate selected HVT's as HPT's
f. Determine IO task timeline
g. Refine IO input to risk assessment
h. Develop IO assessment plan
i. Id additional EEFI
j. ID and assess OPSEC vulnerabilities
k. ID OPSEC countermeasures
l. Feedback required for assessment of MD COAs
m. prepare termination branches for each MD COA

Course of Action Development

4. Develop Concept of Operations (cont.)

Outputs: a. IO input worksheet: refined IO Concept of support, objectives and tasks
b. IO execution timeline
c. IO-related HPT nominations
d. Critical asset list
e. IO input to risk management, including OPSEC vulnerabilities
f. Criteria for success and IO IR to support IO assessment
g. Additional EEFI
h. OPSEC vulnerabilities
i. OPSEC measures to shield vulnerabilities

Course of Action Development

5. Recommend Headquarters

Actions: a. Assess C2 strengths and weaknesses to determine IO vulnerabilities of specific HQ
b. Reevaluate critical asset list

Outputs: a. Recommendations concerning role of HQ in light of C2 vulnerability assessments
b. Updated critical asset list
c. Initial list of asset/resources to tasks assigned

Course of Action Development

5. Prepare Concept Sketches and Statements

Actions: a. Submit input for COA sketches and statements to G/S3

b. Prepare IO concept of support sketches and statements for each COA

Outputs: a. Input for each COA Sketch/ Statement

b. Each statement and sketch states most important IO objective

COA # 1	XXI Corps conducts a one-division air assault, D-day, H-hour, over two aerial axes of advance to seize Objectives DOG and CAT. 27th ACR covers corps east flank and links up with ASA forces advancing westward. Division clears AO COURTNEY and links up with 6th MEB.
IO Concept of Support	IO supports XXI Corps operations by preventing preemption of the air assault and by minimizing civil interference within AO COURTNEY through destroying, degrading, disrupting, and exploiting Rendovan C2 and fire support systems; deceiving Rendovan decisionmakers; destroying, degrading, disrupting, and deceiving Rendovan ISR systems; denying Rendovan decisionmakers information about XXI Corps intentions and capabilities; protecting friendly C2 and INFOSYS; countering Rendovan propaganda and deception operations. CMO emphasizes the Government of San Anglos stay-put policy. IO supports the JTF and XXI Corps deception plans.
IO Objective #3	Disrupt 109th Division ADA, ISR, C2, and targeting systems during critical periods of the operation

	Counter-propaganda	Counter-deception	Physical Security	CND	CI	PA	CMO
What (Task)		**Task CD-02** Identify targets in the Tiger Corps deception plan	**Task PS-03** Safeguard EW equipment	**Task CND-03** Protect fire control systems of XXI Corps Artillery		**Task PA-03** Assess effects of media coverage of PSYOP broadcasts	
Why (Purpose)		To target 109th ID ADA, ISR, C2 systems	To allow EA against 109th ID ADA, ISR and C2 systems	To allow EA against 109tj ID ADA, ISR and C2 systems		To determine if disruption is effective	
Who		XXI Corps and 121st ID G-2s	21st MI Bde	XXI Corps G-6		XXI Corps PAO	
Where		109th ID ADA, ISR and C2 nodes	HQ 21st MI Bde	HQ, XXI Corps Artillery		International media coverage	
When		H – 48	Ongoing	Ongoing		Ongoing	
Counteraction		None, if successful	None	Increased CNA		Rendova uses media to disseminate counter-PSYOP	
Criteria of Success		ADA, ISR, C2 targets are found	EW equipment secure	Fire control systems remain operational		Media coverage favorable to JTF 250	
IO IR		Locations of 109th ADA, ISR, C2 nodes	None	Locations of 109th ID ADA, ISR, C2 nodes		Locations of 109th ID ADA	
Remarks		XXI Corps approves	XXI Corps approves	STRATCOM approves		JTF 250 approves	

Course of Action Analysis

Wargame

Course of Action Analysis

War-gaming helps the G-7 synchronize IO element/related activity effects and helps the staff integrate IO into the overall operation. During the war game, the G-7 addresses how each element/related activity contributes to the IO concept of support for that COA and its associated time lines, critical events, and decision points. The G-7 revises IO concepts of support as needed during war-gaming.

Course of Action Analysis

The G-7 uses IO execution matrices and IO input work sheets for each COA as scripts for the war game. The IO elements/related activities are synchronized with each other and with the concepts of operations for the different COAs. To the extent possible, the G-7 also includes planned IO counteractions to anticipated adversary reactions.

During preparation for war-gaming, the G-7 gives the G-2 likely
adversary IO actions and reactions to friendly IO. The G-7 also continues to provide input to the G-2 for HPT development and selection.

Course of Action Analysis

Using IO-specific criteria allows the G-7 to explain the IO advantages and disadvantages of each COA. IO evaluation criteria that may help discriminate among various COAs could include—

- **Lead time required for IO implementation.**
- **How often information superiority must be achieved for the COA to succeed.**
- **The number of decision points that require IO support.**
- **The cost of IO versus the expected benefits.**
- **The risk to friendly assets posed by adversary IO.**

Course of Action Analysis

During war-gaming, the G-7 participates in the action-reaction-counteraction process. For example, the IO action may be EW jamming; the adversary reaction may be changing frequencies; the IO counteraction may be jamming the new frequency.

Course of Action Analysis

**The results of COA analysis are a refined IO concept of support and
associated products for each COA. During war-gaming, the G-7 refines IO IRs, IO-related EEFI, and HPTs for each COA, synchronizing them with that COA's concept of operations. Staff planners normally record war-gaming results, including IO results, on the G-3 synchronization matrix. The G-7 may also record the results on IO input work sheets. These help the G-7 synchronize IO element efforts. These matrices provide the basis for IO input to paragraph 3 of the OPLAN/OPORD, paragraph 3 of the IO annex, and IO
element appendixes**

Course of Action Comparison

Course of Action Comparison

During COA comparison, the staff compares feasible courses of action to identify the one with the highest probability of success against the most likely adversary COA and the most dangerous adversary COA. Each staff section evaluates the advantages and disadvantages of each COA from the staff section's perspective, and presents its findings to the staff.

The G-7 determines the COA that IO can best support based on the evaluation criteria established during war-game preparation. The results of this comparison become paragraph 5 of the IO estimate.

Course of Action Approval

After completing the COA comparison, the staff identifies its preferred COA and recommends it to the commander—in a COA decision briefing, if time permits.

The WARNO issued after COA approval contains information that executing units require to complete planning and preparation. Possible IO input to this WARNO includes—

- **IO contributions to the commander's intent/concept of operations.**
- **Changes to the CCIR.**
- **Additional or modified risk guidance.**
- **Time-sensitive reconnaissance tasks.**
- **IO tasks requiring early initiation.**

OPORD Production

Based on the commander's decision and final guidance, the staff refines the approved COA and completes and issues the OPLAN/OPORD. Time permitting, the staff begins planning branches and sequels. The G-7 ensures IO input is placed in the appropriate paragraphs of the base order and its annexes.

OPORD Production
(IO Input into the Base Order)

Situation

Mission

Execution

Service Support

Command & Signal

Paragraph 3a(7) Information Operations
Explain how IO contributes to the overall operation. Base paragraph on the IO concept of support. Address how offensive and defensive IO combine to gain information superiority. Establish IO priority of support.

Paragraph 3b. Tasks to Maneuver Units
Paragraph 3c. Tasks to Combat Support Units
Identify IO Objectives. Assign IO tasks to units if IO annex is not used.

Paragraph 3d.
Specify non-SOP instructions to units executing IO tasks affecting other units.

Paragraph 5
Specify non-SOP command and signal measures required by IO tasks.

Summary

Orders production is the last step of the MDMP. Its product is a complete OPLAN/OPORD with supporting documents. When the time comes to write input to the body of the order and the IO annex, nearly all the detailed coordination, synchronization, and de-confliction work is completed.